

JAN 6 1950

Management Officer

Assistant Director for Reports and Estimates

Management Survey of ORE, Report of 29 November 1949

ORE concurs only in part with the recommendations of the Management Office concerning the Administrative Staff, ORE. Detailed concurrences and dissents follow.

1. Office of the Chief.

ORE concurs in the recommendation that the Chief, Administrative Staff, provide written detailed instructions containing delegations of authority to his branch chiefs.

2. Administrative.

ORE concurs in the implementation of the procedure for the routing of all application files of prospective employees direct to the Administrative Branch from the Personnel Division. As of this date the procedure has not been implemented. Instructions issued by the Personnel Director to the Personnel Division and not subject to revision by the AD/ORE, establish dead-lines in the processing of applicant files which make implementation of the above procedure impracticable.

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establish.

ORE concurs in the recommendation that administrative files should be kept at a minimum. It is considered that the administrative files have been held to the minimum necessary to day to day operations of this office. Further review of and possible reduction in files will be made on the basis of the policy established by the Agency Records Management Program.

3. Information Control.

ORE has in the past and at the time of the survey emphasized the need for control of the receipt and transmittal of all intelligence materials received and dispatched by this Office. This control is necessary to maintain security, to insure expeditious routing, and to provide records that will make immediately available any document in ORE. The AD/ORE is accountable for all intelligence materials received

by ORE and can be held accountable only if there is subject to his authority a mechanism adequate to control the flow of intelligence materials. Seven per cent of the authorized personnel is a small portion to devote to maintaining such an integral mechanism. To take corrective action suggested to the AD/ORE on page 3 of the subject report, will necessitate allocating an additional two to three per cent of the authorized personnel to the information control function in order to establish procedures which will compel adherence to time schedules on multiple routings. The reallocation of personnel and basic procedures are currently under consideration within ORE. The information control function must be maintained at the highest level of efficiency to insure that all ORE publications have integrated into them all intelligence available to CIA. This complete and immediate coverage is the basis for the analogy brought forward during the survey that the flow of intelligence materials is the life-blood which feeds the body of intelligence production. The maintenance of this flow is the responsibility of AD/ORE, and must remain so.

4. Presentation and Graphics.

Reference is made to the memorandum from the DAD/ORE, dated 22 November 1949, which forwarded to the Management Officer for concurrence proposed instructions to be published by both CIA and ORE. These instructions had been coordinated within ORE prior to submission to the Management Officer.

ORE does not concur in the reference to the apparent disorganized condition of Graphics Section. Considering that the function has been shuffled about three times in less than one year, the personnel have remained conscientiously at the job, turning out high quality materials at a satisfactory rate of production. Proper supervision has been and will continue to be given even after the implementation of the to-be-published directives indicated in paragraph 2 (3) of the subject report.

5. TAB A Information Control.

ORE dissents in Recommendations 1, 2, 4, 5, and 6. ORE concurs in Recommendation 3 as that one proposes maintaining existing procedures. The AD/ORE can not concur in recommendations that divorce from his administrative control a function so vital to intelligence production as is information control. There is an apparent misconception concerning the relationship of

the flow of documents to the production of intelligence estimates. There is no management principle evident in the recommendation that the processing of cables ("expeditious handling is of utmost importance"), top secret materials, and administrative mail by ORE continue as at present but that handling of spontaneous and requested documents be scattered between OCD and Requirements Staff, ORE. The control of the distribution of requested documents by Requirements was put in practice and found illogical and has since been abandoned for the current practice of routing such material via Information Control. All phases of TAB A have been surveyed and discussed in the past by ORE, alone, and in conjunction with Management Office. At all times has ORE dissented, as now, from those recommendations which remove the administrative direction of information control from the hands of the AD/ORE.

6. TAB B CIA Situation Room.

Since the recommendations for the content of the Situation Room are based on proposals made by this Office, ORE concurs in TAB B.

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THEODORE RABBITT

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cc: (O&I) Management
✓(1) Executive
(2) AD/ORE
(2) S/Ad:ORE